

Performance Plan

Director: Strategic Support Services

The Performance Plan sets out:

- a) Key Performance Areas that the employee should focus on, performance objectives, key performance indicators and targets that must be met within a specific timeframe; and
- b) The Competencies required from employees prescribed in the Regulations on the appointment and conditions of employment of senior managers, R21 of 2014.

Performance should be evaluated:

- a) Quarterly of which the annual evaluation must be done by the panel as constituted in paragraph 6.11 of the agreement;
- b) Performance should be assessed on a scale of 1 – 5 as outlined in paragraphs 6.9 – 6.10 of the agreement;
- c) In the instance where an indicator do not have a target or is not applicable due to valid reason or where the performance could not be delivered for a valid reason outside of the control of employee, the indicator will not be evaluated, the weighting will be cancelled and the score total will be re-calculated to calculate the final score;
- d) The employee must submit his/her assessment of his/her own performance to the employer three days prior to the assessment date.

KEY PERFORMANCE INDICATORS

The key performance areas, the performance objectives, key performance indicators and targets that must be met within the agreed timeframe are described below. The assessment of these performance indicators will account for **eighty percent** of the total employee assessment score.

Ref No	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets				Weight
						Q1	Q2	Q3	Q4	
SDBIP Graph	Municipal Transformation and Institutional Development	Manage and achieve 90% of the KPI's of the sub-directorate: Administration & Support Services	90% of the KPI's of the sub directorate have been met as per Ignite Dashboard report	90.91%	Updated SDBIP and report	90%	90%	90%	90%	3
SDBIP Graph	Municipal Transformation and Institutional Development	Manage and achieve 90% of the KPI's of the sub-directorate: Human Resources	90% of the KPI's of the sub directorate have been met as per Ignite Dashboard report	69.57%	Updated SDBIP and report	90%	90%	90%	90%	2
SDBIP Graph	Municipal Transformation and Institutional Development	Manage and achieve 90% of the KPI's of the sub-directorate: ICT	90% of the KPI's of the sub directorate have been met as per Ignite Dashboard report	100%	Updated SDBIP and report	90%	90%	90%	90%	2
SDBIP Graph	Municipal Transformation and Institutional Development	Manage and achieve 90% of the KPI's of the sub-directorate: Communication, Media and IGR	90% of the KPI's of the sub directorate have been met as per Ignite Dashboard report	44.44%	Updated SDBIP and report	90%	90%	90%	90%	2
SDBIP Graph	Municipal Transformation and Institutional Development	Manage and achieve 90% of the KPI's of the sub-directorate: IDP and PMS	90% of the KPI's of the sub directorate have been met as per Ignite Dashboard report	100%	Updated SDBIP and report	90%	90%	90%	90%	3
SDBIP Graph	Municipal Transformation and Institutional Development	Manage and achieve 90% of the KPI's of the sub-directorate: LED and Tourism	90% of the KPI's of the sub directorate have been met as per Ignite Dashboard report	86.67%	Updated SDBIP and report	90%	90%	90%	90%	3
SDBIP Graph	Municipal Transformation and Institutional Development	Manage and achieve 90% of the KPI's of the sub-directorate: Legal Services	90% of the KPI's of the sub directorate have been met as per Ignite Dashboard report	88.89%	Updated SDBIP and report	90%	90%	90%	90%	2
T57	Local Economic Development	The number of FTE's created through the EPWP programme by 30 June 2024	Number of FTE's created through the EPWP programme	339.54	Signed employment contracts and EPWP statistics (Excel Spread sheet - Name: EPWP Quarterly Report)	0	169.5	0	167.50	4

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2023/2024

Ref No	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets				Weight
						Q1	Q2	Q3	Q4	
T58	Municipal Transformation and Institutional Development	Number of people from employment equity target groups employed in the three highest levels of management in compliance with the municipality's approved employment equity plan and organisational structure during the 2023/24 financial year	Number of people employed in the three highest levels of management	2	Statistics from Employment Equity Plan (depicting the EE targets in the three highest groups) and appointment letters	0	0	0	2	4
T59	Municipal Transformation and Institutional Development	Spend 1% of the municipality's personnel budget on implementing its workplace skills plan by 30 June 2024	% of the budget spent	0.88%	Reports from SAMRAS menu VS-Q003E (looked-up online - applicable training vote numbers to be confirmed with HR services/financial services)	0%	0%	0%	1%	3
T60	Municipal Transformation and Institutional Development	Limit vacancy rate to 15% of budgeted posts by 30 June 2024	% vacancy rate	9.45%	Excel spread sheet (Name: Budgeted Personnel Numbers 2022-2023)	0%	15%	0%	15%	2
T61	Local Economic Development	Sign service level agreements (SLA's) with 4 Local Tourism Associations (LTA's) for their annual tourism operational expenditure by 30 September 2023	Number of SLA's signed	4	Signed SLA's	4	0	0	0	4
T62	Municipal Transformation and Institutional Development	Submit a request for approval, to dispose official documents, to the Provincial Archive Services by no later than 30 June 2024	Request for approval submitted to the Provincial Archive Services	1	Request for approval letter and/or correspondence	0	0	0	1	3
T63	Good Governance and Public Participation	Review the 5th Generation IDP and submit to Council for approval by 31 May 2024	5th Generation IDP reviewed and submitted to Council for approval	1	Minutes of the Council meeting	0	0	0	1	5
T65	Good Governance and Public Participation	Spend 90% of the budget allocated for the replacement of ICT equipment by 30 June 2024	% of the budget spent	95.38	Capital Expenditure Report (SAMRAS extract)	0%	10%	60%	90%	4
D331	Municipal Transformation and Institutional Development	Submit monthly reports to the MM by the 21st of each month	Number of reports submitted	12	Proof of submission to MM	3	3	3	3	4
D332	Municipal Financial Viability and Management	90% of the approved capital budget spent (Actual expenditure divided by the total approved capital budget)	% of capital budget spent	90%	Expenditure reports from SAMRAS	10%	30%	60%	90%	3
D333	Municipal Financial Viability and Management	Submit quarterly progress report to MM on the addressing of the top ten risks as reflected on the Strategic Risk Register	Number of reports submitted	4	Email sent	1	1	1	1	3
D334	Municipal Financial Viability and Management	100% of Auditor General findings addressed within the directorate by 30 June	% of AG findings addressed	100%	Signed-off implementation report	0%	0%	0%	100%	3

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2023/2024

Ref No	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets				Weight
						Q1	Q2	Q3	Q4	
D335	Municipal Financial Viability and Management	100% of LGMTEC recommendations addressed within the directorate by 31 December	% of LGMTEC recommendation addressed	100%	Signed-off implementation report	0%	100%	0%	0%	3
D336	Municipal Financial Viability and Management	Attend to Collaborator inbox items within 30 days of receipt	% of items attended to within 30 days	100%	Collab report	100%	100%	100%	100%	4
D337	Municipal Financial Viability and Management	Hold monthly meetings with management team	Number of meetings held	10	Minutes of meetings held	3	2	2	3	5
D338	Municipal Financial Viability and Management	Achieve 90% of the activities listed in the Demand Management Plan on a monthly basis	% of activities achieved	80%	Progress as stipulated on the Demand Management Plan	90%	90%	90%	90%	4
D339	Good Governance and Public Participation	R0 overspent on the overtime budget on a monthly basis	R-value overspent	R0.00	Financial system report (Income & Expenditure statements)	R0.00	R0.00	R0.00	R0.00	5
TOTAL										80

COMPETENCIES

The competencies required from employees prescribed in the Regulations on the appointment and conditions of employment of senior managers, R21 of 2014. The assessment of these competencies will account for **twenty percent** of the total employee assessment score.

Annexure B describes the different achievement levels for each Competency and should therefore form part of this section of the Performance Plan.

Competency	Definition	Weight
LEADING COPETENCIES		
Strategic direction and leadership	Provide and direct a vision for the institution and inspire and deploy others to deliver on the strategic institutional mandate. It includes: <ul style="list-style-type: none"> Impact and influence Institutional performance management Strategic planning and management Organisational awareness 	1.67
People management	Effectively manage, inspire and encourage people, respect diversity, optimise talent and build and nurture relationships in order to achieve institutional objectives. It includes: <ul style="list-style-type: none"> Human capital planning and development Diversity management Employee relations management Negotiation and dispute management 	1.67
Programme and project management	Able to understand program and project management methodology; plan, manage, monitor and evaluate specific activities in order to deliver on set objectives. It includes: <ul style="list-style-type: none"> Program and project planning and implementation Service delivery management Program and project monitoring and evaluation 	1.67
Financial management	Able to compile, plan and manage budgets, control cash flow, institute financial risk management and administer procurement processes in accordance with recognised financial practices. Further to ensure that all financial transactions are managed in an ethical manner. It includes: <ul style="list-style-type: none"> Budget planning and execution Financial strategy and delivery Financial reporting and delivery 	1.67
Change leadership	Able to direct and initiate transformation on all levels in order to successfully drive and implement new initiatives and deliver professional and quality services to the community. It includes: <ul style="list-style-type: none"> Change vision and strategy Process design and improvement Change impact monitoring and evaluation 	1.67

Competency	Definition	Weight
Governance leadership	<p>Able to promote, direct and apply professionalism in managing risk and compliance requirements and apply a thorough understanding of governance practices and obligations. Further, able to direct the conceptualisation of relevant policies and enhance cooperative governance relationships. It includes:</p> <ul style="list-style-type: none"> • Policy formulation • Risk and compliance management • Cooperative governance 	1.67
CORE COMPETENCIES		
Moral competence	Able to identify moral triggers, apply reasoning that promotes honesty and integrity and display behavior that reflects moral competence.	1.67
Planning and organising	Able to plan, prioritise and organise information and resources effectively to ensure the quality of service delivery and build efficient contingency plans to manage risk.	1.67
Analysis and innovation	Able to critically analyses information, challenges and trends to establish and implement fact-based solutions that are innovative to improve institutional processes in order to achieve key strategic objectives.	1.67
Knowledge and information management	Able to promote the generation and sharing of knowledge and information through various processes and media, in order to enhance the collective knowledge base of local government	1.67
Communication	Able to share information, knowledge and ideas in a clear, focused and concise manner appropriate for the audience in order to effectively convey, persuade and influence stakeholders to achieve the desired outcome.	1.67
Results and quality focus	Able to maintain high quality standards, focus on achieving results and objectives while consistency striving to exceed expectations and encourage others to meet quality standards. Further, to actively monitor and measure results and quality against identified objectives.	1.67
TOTAL		20